

S T E P

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## INVEST IN COACHING

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*He was a coach that demanded excellence. He expected you to come out and play 100% every night. He'd prepare offensively and defensively. Coach Riley would put you in a position to win every night.*

MAGIC JOHNSON  
NBA Hall of Famer

### **Have you forgotten a Step on the Road to Superior Results?**

Coaching helps you win more and lose less. Coaching helps you make those small distinctions and adjustments in your strategy that can make the big difference in results. Too often, coaching is the forgotten and missed step on the road to results. I purposefully “forgot” to put the coaching “C” into the “STEP UP” acronym to symbolically make the point.

**If you take a look at the world's top performers across all professions, you'll find a common denominator – the best use coaches.** Think about it. Ali had Angelo, Jordan had Jackson and Robbins had Rohn!

The world's great performers are continuously trying to improve their skills; that's how they reach such a high level of performance. And the means to their skill level is inevitably great coaching.

The reason we need coaches is that we simply can't see ourselves. Very few humans possess what's known in acting as a "transcendental ego," the ability to clearly see yourself in real time as though you're looking through someone else's eyes. In other words, many top performers do not have a clue what it is they do that makes them so successful.

We need another person to scrutinize our strengths with a critical eye and help us build on them. We need the assistance of a world-class communicator who can recognize our weaknesses and can inform us about them in a way that encourages us, rather than deflates us. We need a mind's eye outside ourselves to help us understand ourselves today and who we can be tomorrow – then make sure we get there. **Coaches can help you make the small distinctions that can save you years of time, effort and frustration.**

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## COACHING

- Helps ensure you maintain a results discipline.
  - Ensures you keep your commitment to yourself.
  - Empowers you to get the results you want on a consistent basis.
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## THE CORPORATE ATHLETE

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*Great coaching helps you to keep the promises  
you've made with yourself.*

TONY ROBBINS

Here's an analogy that mirrors the lives of many corporate athletes, like you and me. It's a story about a world-class athlete that had the raw talent, but initially failed to unleash his potential because of one missing step. *Can you guess what that is?*

It was 1995 and our athlete was considered to be one of the top runners in the world. He had world-class speed and commitment. His eyes were on the prize of making the Olympic team, then winning the Gold Medal in 1996 in Atlanta.

In preparation for the Olympic trials, he committed to give his best and coach himself. *Sound familiar?* Initially, he was self-disciplined and self-motivated. He pushed himself to get stronger and run faster. But in time, his self-discipline dipped just a little, but it was no big deal. *How could small dip make a big difference?*

Fast forward, the long-awaited day for the Olympic trials had arrived. On your mark, get set, go! Our man was off to the races. *Who won? Who made the team?* Amazingly, our runner lost the race and got cut from the team! He had fallen short of achieving his dreams. *But, how could that be? The others had less potential?*

Fast forward again, this time to the Olympic Games in 1996. *Where's our runner?* He's sitting in the stands. He's watching others win his gold medal and recognition! *Sound familiar?* As

he sat in the stand as a spectator he asked himself, “*What did these runners have that I didn’t?*” The answer to his question was Coaching!

Unbeknownst to him, his competitors had hired personal coaches to hold them accountable to their daily goals and help them step up to the next level. *Do you get it? **The other runners had less potential, but they won because of better coaching.** Is your team being outplayed or just outcoached?*

Our runner promised himself that he’d never fall short of his goals again. He’d hire someone to give him feedback. He’d hire someone to encourage, challenge and remind him to live up to his full potential. And, professional coaching would be the means to that end! As a corporate athlete, *who is helping you live up to your full potential?*

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*Feedback is the Breakfast of Champions!*

MAMA

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Now, let’s fast forward to the year 2000 when the Olympics were held in Australia. The challenges and competitors were similar, but his results were different. Our man made the team, won the 60 yard dash and became the fastest man in the world! *If you had a coach for the next 12 months that held you personally accountable, then what new results could you achieve?*

*Do you know this runner’s name?* His name was Maurice Green. The perfect parallel to sellers and leaders, like you and me. **The benefit of coaching is that it raises your standards and ensures that you keep the promises you made with yourself.** It can give you the structure and strategy to unleash your potential. **You know that there is a part of you that has the potential for greatness.** *Have you unleashed it?*

Sadly, too many corporate athletes and entrepreneurial tri-athletes try to go it alone, and it shows in their results. I know first-hand how coaching can impact your performance and results because I've had sales coaches, book coaches and speaking coaches. *Do you have a results coach? Should you?* If you would like coaching, then drop me an email at **daniel@phdinresults.com** and I'll give you a complimentary coaching session.

By the way, parents are coaches too. Think about it. Didn't your Mom, Dad and/or Grandparents help you raise your standards, make effective decisions and step up to the next level? I know mine did, especially, mama. She was my first coach and helped me "live up to my potential" and "keep the promises I made with myself." That was the magic of mama!

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Behind every great  
Champion there is  
a great Coach!

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## LEADERSHIP IS INFLUENCE

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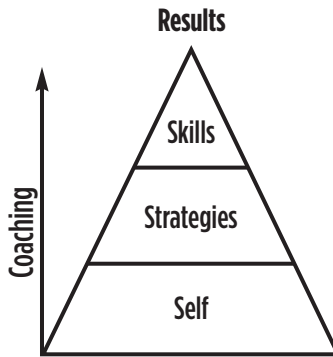
*I absolutely believe that people, unless coached,  
never reach their maximum potential.*

BOB NARDELLI  
CEO, Home Depot

As we read in the previous example, coaches and leaders have a multiplier effect on performance and results. Investing in a

coach can take several forms. You can hire a professional or get coaching by reading a book, attending a seminar or being a part of a mastermind group. You see, coaching is just about having a thought partner that can help you think, act and win! Coaching is about leadership and leadership is about positive influence.

*How does coaching affect the results model?*



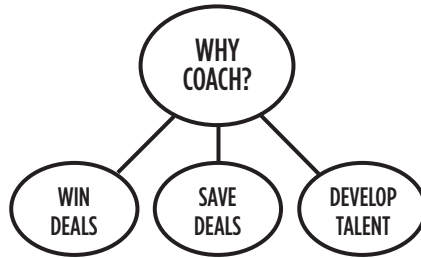
As the visual illustrates, effective coaching is often the catalyst to helping individuals and organizations reach their maximum potential. At the self level, effective coaching can help you develop the mental edge required to achieve superior results in sales and life. At the strategies level, coaching can help you develop the action plans to win more and lose less. And finally, at the skills level, effective coaching can help you develop the mechanics to execute with excellence. In summary, effective coaching can help you think, act and win!

## THE BUSINESS CASE FOR COACHING

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*The goal of coaching is the goal of good management – to make the most of an organization's valuable resources.*

THE HARVARD BUSINESS REVIEW



Coaching is a process of equipping people with the tools, knowledge, and opportunities they need in order to develop themselves and become more successful. A company's potential for results depends on receiving the benefit of every employee's ability to produce those results.

Let's examine three case studies that further make the business case for coaching:

1. Xerox Corporation's Newcastle branch had been a poor performing unit for several years. Conventional classroom training had not improved results, so Xerox management decided to implement a two-month, on-the-job coaching program. The results – greatly improved productivity. The branch, which had been trailing at 16th out of 17 in productivity ratings, moved to top place. Even more significant, from needing 48 calls on customers to achieve an order, the branch moved to taking an order from every 24 calls.<sup>21</sup>
2. Michigan-based Triad Performance Technologies, Inc. studied and evaluated the effects of a coaching intervention on a group of regional and district sales managers within a large telecom organization. This third party research study cited a 10:1 return on investment, in less than one year, for this organization that invested in coaching. The study found that the following business outcomes were directly attributable to the coaching intervention:

- Top performing staff, who were considering leaving the organization, were retained, resulting in reduced turnover, increased revenue, and improved customer satisfaction.
  - A positive work environment was created, focusing on strategic account development and higher sales volume.
  - Customer revenues and customer satisfaction were improved due to fully staffed and fully functioning territories.
  - Revenues were increased due to managers improving their performance and exceeding their goals.
3. In a study by MetrixGlobal, the coaching of corporate executives in a multi-national telecommunications company produced a 529% return on investment and significant intangible benefits to the business. Including the financial benefits from employee retention, coaching boosted the overall R.O.I. to 788%.<sup>22</sup>

## INVEST NOW OR PAY LATER?

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*Without coaching, very few people can maintain a newly acquired skill.*

NEIL RACKHAM  
*The Coaching Controversy*

Perhaps the strongest argument for coaching is this – However good your skills training in the classroom, unless it is followed up on the job, will lose its effectiveness.

According to a study by the Xerox Corporation, **87 percent of the desired skills change was lost without follow-up coaching.** The implication is that, no matter how good the classroom training is, the effectiveness is lost without on-the-job reinforcement.<sup>21</sup> In other words, **if you pay for training and forego the follow-up then you're suboptimizing the results of your training dollars.**



Look at the graphic which crystallizes the effects of coaching. If you have no training or coaching, results are minimal, period. With training, you get better results initially, but they drop off. When you combine training and coaching, you achieve maximum results.

*Will you invest in coaching now or will you pay later?*

## THE FORTUNE IS IN THE FOLLOW-UP

A client recently said, “the fortune is in the follow-up.” I love that because it’s so true. In order to achieve sustainable results and see the impact on your bottom line, you have to follow up. **You have to help individuals integrate new skills until they become new habits.** That is how performance improvement works.

Learning and integrating new skills can be difficult and frustrating. I know firsthand, having labored to improve my own performance. Improvements typically are not immediate and often decline while the new skills are being practiced. This lack of improvement causes many people to give up on the new skills and revert to their old ways. It is this exact point where the **coaching can resuscitate results**.

Actually, when performance dips, what's happening is that the new skills are working their way from conscious competence to unconscious competence. **Coaching is the only way to make sure that the skills make the journey.**

*Have you ever made a New Year's resolution?*

Here's what often happens. You get motivated, step up and take action. You see some improvement in the short term, but after a few weeks your commitment and results dip.

I call that the "Discipline Dip." The Discipline Dip is similar to the process of lifting weights to strengthen a weak muscle. Most people give up and start working on muscles that are already strong. When you lose focus and forget to work on the goal, your mind is reverting to the stronger neuro pathway. The result: you regress back into your old patterns and behavior.

Again, this is the exact point where coaching can raise the bar on results. **Coaching helps you get through the lag time – the time between early commitment and results.** Think about it. You've developed patterns of behavior over many years and it's unrealistic to think you'll change them overnight – no matter how much motivation you can stir up. **It's essential to maintain the momentum during the "discipline dip."** And when you don't have a coach, your chances of success are greatly limited. That is why so many New Year's resolutions and post seminar promises go unfulfilled. **The solution is to**

**maintain momentum via Coaching because it enables you to transform new skills into new habits.**

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## THE LEADERSHIP CHALLENGE

*Does this sound familiar?*

Your sales team needs you.

Your key competitors are after you.

And Wall Street is watching you.

The market's message is clear: "Step Up or Get Stepped On!"

**This is the Leadership Challenge.**

The corporate coach's critical condition is exacerbated by the fact that many of the organizations do not have a coaching culture. This is evidenced when organizations investing major time measuring what I call the "lagging indicators" of results, like revenue reports, but investing minor time improving what I call the "leading indicators" of results, like talent development.

Regretfully, most organizations focus more on developing revenue and less focus on developing the revenue producer – their talent. This is suboptimal because business growth is always commensurate with personal growth. In short, **in order for there to be more business development organizations must invest more in talent development.** And coaching is the means to that end.

## EXCELLENCE IN LEADERSHIP

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*The quality of leadership, more than any other single factor, determines the success or failure of a team.*

FRED FIELDER

*The Leadership Match Concept*

Steven J. Stowell and Matt M. Starcevich in *The Coach – Creating Partnerships for a Competitive Advantage* explain the changing role of leadership:

*The new job of the leader is to coach, develop, train, delegate, facilitate and run interference – rather than doing all the planning, organizing and directing from an authoritative base.<sup>23</sup>*

That said, the authors also note:

*Coaching is the most uncomfortable, avoided, and mishandled of all management tasks.*

Here's how Larry Bossidy describes coaching in *Execution!*:

*How good would a sports team be if the coach spent all of his time in his office making deals for new players, while delegating actual coaching to an assistant? A coach is effective because he's constantly observing players individually and collectively on the field and in the locker room. That's how he gets to know his players and their capabilities, and how they get firsthand the benefit of his experience, wisdom and expert feedback. It's no different for a business leader.*

The effective coach often does not have to tell people what to do; she asks questions as a way to help them figure out what to do on their own. In this way she coaches them, passing on

her experience as a leader and educating them to think in new ways.

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You cannot change people,  
but you can empower people  
to change themselves.

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## THE LEADERSHIP DIFFERENCE

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*You can't win this year's championship with last year's strategy!*

PAT RILEY

Great leaders are the embodiment of the STEP UP model in that they are able to help teams improve results. They do so by raising standards of the team, selecting the right players, evaluating performance gaps, preparing for future challenges and unleashing the full potential of each person.

Consider Pat Riley, former Coach of the L.A. Lakers and current Coach of the Miami Heat. Riley is one of the great coaches in NBA history and has coached some of the greatest players of all time. Riley is able to motivate his players to commit to excellence and step up to the next level.

Think back to the 1986 season when Riley had a major challenge on his hands. Many of the Lakers' players had given what they thought was their best season in the previous year, but still had lost to the Boston Celtics.

In search of a **strategy** to get his players to step up and achieve their potential, he challenged them to make small improvements. He invited all the players to improve by at least 1% over their previous personal best in five areas of their performance. *How could a small improvement make a major difference in results?* Well, think about 12 players improving their performance by 1% in five key areas. The combined effort created a team that was 60% more effective than before! And a 10% improvement in team performance would likely be enough to win another championship.

Riley convinced the members of his team to raise the bar and unleash their full potential. *The results?* Most of them increased by at least 5% and many of them by as much as 50%. According to Pat Riley, 1987 turned out to be their easiest season ever.

You see, the leadership difference is your ability to influence teams and individuals to make the small changes in behavior that make a big difference in results. Often, great coaching and leadership is the difference between winning and losing. As a leader, *are you making a difference?*

## THE LEADERSHIP SOLUTION

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*Leadership is the art of accomplishing more than the science of management says is possible.*

*THE LEADERSHIP SECRETS OF COLIN POWELL*

*What's the solution?*

You are! Think about it. **The effectiveness of salespeople rarely rises above the effectiveness of the coach.** That means

that you, the leader, must STEP UP your performance. You must be willing to raise your standards, ensure your DNA is aligned with the job, ask quality questions, make effective evaluations, prepare to win and unleash your full potential. In order to lead others effectively you must first consistently lead yourself.

## THE LEADER WITHIN YOU

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*Self-leadership comes first, because effective leadership starts on the inside. Before you can hope to lead anyone else, you have to know yourself and what you need to be successful.*

*Self knowledge gives you perspective.*

KEN BLANCHARD

*Leading At A Higher Level*

Effective leadership of others starts with looking at yourself – who you are, what you stand for and how to take initiative when you don't have a position of power. In other words, you must consistently lead yourself before you can effectively develop others. The key is self-leadership. Then, you should identify the strategies and skills for building high performance teams.



An effective results strategy is to customize your coaching to the unique needs of your teams as you'll find out in the next section.

## CUSTOMIZE YOUR COACHING

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*People are unique and must be managed, coached and supported in a way that capitalizes on their uniqueness.*

TARGET TRAINING INTERNATIONAL

In order to maximize the performance of each corporate athlete, the leader must understand the specific strengths and challenges of each person on his team. The leader should know the do's and don'ts for effectively managing, motivating and communicating with each individual. You must accurately understand your people before you can effectively coach.

*Why?* **Because you can't coach what you don't understand!**

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You must accurately understand  
your people before you can  
effectively coach them.

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Here's one of my favorite examples about a coach that had to accurately understand his player before he could effectively coach the player:

Mack Brown, Head Coach of the University of Texas football team, learned this lesson when he stopped trying to "fix" quarterback Vince Young.

Coach Brown had tried to fix Young's three-quarter throwing skills and was unsuccessful. Coach Brown had tried to turn Young into a traditional "drop back and pass" quarterback. Coach Brown was frustrated because Young's performance was initially declining. Amazingly, it was when Coach Brown began to better understand Young's standards, DNA and ability to

effectively evaluate he quit trying to fix Young. And in doing so, his quarterback became a stellar performer and the Longhorns became the #1 football team in the country, winning the 2006 National Championship Game against the previously undefeated USC Trojans.

*How effective are you at identifying the specific needs of your sellers and getting the most from them?*

## CREATE A COACHING CULTURE

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*Profit is the applause you get for taking care of your clients and creating a motivating environment for your people.*

KEN BLANCHARD

*Leading at a Higher Level*

**Performance improvement is not an event, it's a process** which requires a coaching culture to ensure your people are constantly learning and growing.

*What are the key characteristics of coaching culture?*

1. The culture is learning-focused and performance-driven, and there is explicit acknowledgment that coaching is a key component.
2. In a learning culture, employees are exposed to coaching on a regular, or even daily basis.
3. Desired behaviors are “modeled” or displayed by leaders and managers.
4. Coaching is embedded in the reward system.

Here's how the Center for Creative Leadership defines a Coaching Culture:

*A coaching culture is an organizational setting in which not only formal coaching occurs, but also most or a large segment of individuals in the organization practice coaching behaviors as a means of relating to, supporting and influencing each other. Formal coaching engagements or relationships, whether with professional internal or external coaches, are only a part of a larger quilt-work of relating through coaching behaviors.<sup>24</sup>*

Organizational support of coaching initiatives consists of a wide range of responsibilities, including: removing roadblocks that impede the process; implementing a system that facilitates the process; and ensuring that learning is aligned with organizational priorities.

*What does that last thought mean?* In addition to their responsibility to create the learning culture, leaders also have a responsibility to advocate, promote, reinforce and reward coaching and learning behaviors.

Here are more benefits of coaching and its culture:

### **Coaching culture sustains results**

*Coaching is the key to helping individuals and organizations sustain performance and results.*

### **Coaching enables you to do more with less**

A coaching culture is a cost-effective way to improve performance while enabling the organization to do more with less – smaller staff, smaller budgets and shorter deadlines.

In most organizations it would be cost-prohibitive for everybody in the organization to have a formal coach. Creating a social norm, where everyone acts like a coach some of the time, achieves the same end at a fraction of the cost.

### **Learning by helping others**

In order to execute coaching behaviors, people must develop and practice a mental frame of reference where they are committed to allowing coaching to enter their lives. They must also be committed to focusing on improvement as a way to benefit the organization as a whole.

That last thought benefits both individuals and the organization in two ways. First, as people interact with each other from this perspective, they motivate each other to improve their behavior. Second, practicing this point of view facilitates people in motivating themselves to improve their own behavior.

### **Increased job satisfaction**

In my experience, **people who contribute to coaching become self-motivated.** They become more satisfied with their jobs, and their morale improves. When your organization is populated by those people, your structure becomes one of strength, based on cooperative and collaborative professional relationships.

### **A license to learn**

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## SELF-DRIVEN LEADERS

Like the people they mentor and coach, all leaders and managers are charged with doing more with less. In situations when you can't coach everyone, **the best thing you can do is hire people who are able to self-coach.** Coaching really begins with the effective selection of salespeople that are self-motivated to be successful.

**It works this way.** If you hire talent with high standards and the right DNA, then they will coach themselves, and implement their improved skills and know-how.

*What is self-driven coaching?*

It's when a salesperson proactively seeks coaching through various sources: other people, books, seminars, tip teams, teleconferences, web casts and videos. People who can coach themselves don't wait for the organization to assign them a coach and a program to follow. They go out and get it on their own. They are always looking for skills, tools, knowledge and strategies that will help them grow personally and professionally.

*Can you help yourself by helping others?*

Another payoff you receive is that you create a culture that is filled with people who possess the right DNA, standards and focus that will coach themselves and be able to help their peers. Then, the team is prepared to provide coaching support to each other.

The old axiom is true – **we learn best when we teach others.** This becomes a continuing, self-supporting learning spiral.

## WHO TO COACH?

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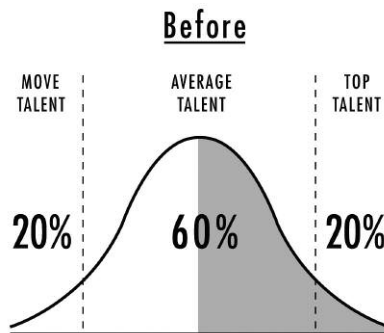
*It takes far more energy and work to improve from incompetence to mediocrity than it takes to improve from first-rate performance to excellence. And yet, most people – especially most teachers and most organizations – concentrate on making incompetent performers into mediocre ones. Energy, resources, and time should go instead to making a competent person into a star performer.*

PETER DRUCKER

*Managing Oneself, Harvard Business Review*

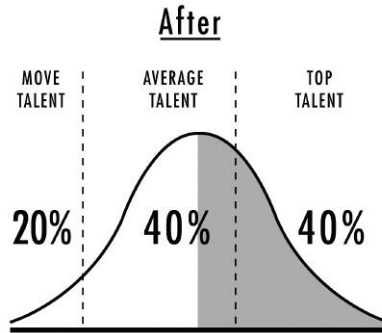
Because there is a limited amount of time and energy in every organization, it's unrealistic to think that you can, or even should, coach 100% of your people. The goal is to focus the most attention on those that can make the most difference. *So then, how do you decide which people will get the coaching?*

A typical organization breaks down something like this – 20% top performers, 20% at the bottom, and 60% somewhere in the middle. See the “Before” graphic.



If you coach the top performers and potential top performers, then your coaching time will be maximized and your

organizational performance will be optimized. You'll have more people producing the right results. See the "After" graphic.



**You must be discerning about who you coach to ensure you achieve the best return-on-investment of your coaching time.**

## WHAT TO COACH?

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*Ignorance is no excuse – it's the real thing.*

STEVEN STOWELL

Author, *The Coach*

You should coach your talent on those factors that they perceive to be most critical to their success. So *how do you know what these critical success factors are, you ask?*

*What's the most important question a coach can ask their direct reports each quarter?*

I believe it's "*How can I help you be more effective?*"

Ideally, this question is asked not just in performance reviews, but as part of the ongoing dialogue between those that are leading and those being led. When asked and acted on

consistently the answer to this critical question can unleash the potential of the individual and the organization.

## HOW TO COACH?

There are many factors, but for the purposes of this chapter, let's limit our focus to the fundamentals. The three steps of the performance improvement process are to prepare, act and learn. **This is the same results cycle that sellers use to improve their performance and it's applicable to leadership, too.** See the following illustration.



Coaching is just like anything else. If you don't prepare or plan for it, it doesn't get done. And the review involves analyzing the coaching sessions to gather new insights for better coaching in the future.

Through coaching, you'll learn about new deals and existing deals that require your attention. **Coaching will empower you to effectively evaluate how your people are performing and enable you to make mid-course corrections to win and save deals.**

## LEADERSHIP QUALITIES

Here's a short list of leadership qualities you should be striving to attain and maintain:

- Recognize natural talents and let people be who they are (don't try to "fix" natural talents).
- Focus on effectiveness rather than efficiencies (it's about results, not activities!).
- Encourage people to take risks and learn from their mistakes.
- Support them as they make mistakes.
- Listen more than talk.
- Be candid, but provide feedback in the right size dose.
- Lead by example.

## THE TOP VS. AVERAGE PERFORMERS

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*Average is being at the Top of the bottom!*

MAMA

*What separates Top Performers from those who struggle?*

Here's an executive summary of Top vs. Average Performing individuals and organizations:

<b>Top Performers</b>	<b>Average Performers</b>
Customized Coaching	One Size Fits All
Partnership	Dictatorship
Invests Now	Pays Later
Mentoring Culture	Inspecting Culture
Proactive	Reactive



Here are the key themes and action steps of this chapter:

**1. Invest in Coaching**

To win deals, save deals and develop talents.

**2. Continuously Improve Yourself**

The world's best performers are continuously improving their skills and they recognize that in order to get there and stay there they need great coaches.

**3. Focus on Feedback and Follow-up**

87% of skills training is lost without feedback and follow-up coaching. Coaching gets you through the discipline dip while your skills are working their way from conscious competence to unconscious competence.

**4. Step Up to the New Role for Leaders**

The new role for leaders and managers is to coach, develop, train, facilitate and run interference for the maximization of results. Coaching is the most uncomfortable, avoided and mishandled of leadership tasks.

**5. Customize Your Coaching**

Identify the specific needs of the individuals on your team. Look below the surface and coach accordingly.